

# P. R. T. "SERVICE TALKS" TO EMPLOYEES.

Reproduced from issue of March 21st, 1922

No. 20

EVERY EMPLOYEE A STOCKHOLDER

March 21, 1922

## A WORD FROM THE CHIEF

P. R. T. stockholders have spoken and we have won a great victory—520,637 shares out of a possible 600,000, with 35,869 shares declining or unable to vote for either side, left our opponents almost alone in opposing the greater things for which we stand.

This fight has been won, not only because we were right, but because we were also diligent in telling the stockholders, face to face, just how we made their property over, from the nothingness it was in 1910, to the dividend producer it is today.

A world-wide application of this remedy would soothe the world's unrest—Think of it! Responsible labor here shouldered the mistakes of capital, and built up values to support a return upon the misused investment of P. R. T. stockholders.

What this victory really means is that responsible labor is making itself understood to the owners of property, not in the old way by strikes and unreasonable demands, but by sheer force of accomplishment proving its right to be considered as a partner.

Newspapers elsewhere are sensing it now. The conservative *New York Times* says: "The results of the co-operation between labor and capital in this Philadelphia instance seem almost miraculous, but there is scant doubt that they could be duplicated elsewhere."

Lord Milner, the eminent British publicist, voiced our thought when, in arguing against the nationalization of industry with bureaucratic control, he said: "It is quite certain that our present industrial system is only a transient form of organization. It is bound to undergo a radical change, though the change may be, and indeed should be, gradual. To put it in a sentence—I should say that the true line of advance is towards a state of things in which, instead of Capital hiring Labour, Labour will hire Capital."

Speaking for the 10,000 of you at the stockholders' meeting, in thankfulness for their endorsement and support, I said that which here follows:

"I must voice my appreciation of what the stockholders have done today, making quite worth while the eleven years of effort, which have been shared in by the men represented by their elected co-operative committeemen here today.

"They, as well as I, recognize that this starts us in with an added responsibility, a responsibility that every one of these men shares with me, to make good everything we have said, and then some.

"We told you last year that the year 1921 meant a picking up of work that it was impossible to accomplish during the war, and that to put your property in condition for service was the first thing to be done. This has now been done.

"We have told you stockholders this year that the day for dividends has come, and we mean it.

"And now, not with one-man management, but with one-man leadership, we will move to greater accomplishment, with 10,000 earnest men and women determined as never before to show that they are responsible, and that they can and will, so do, that you will never regret your vote of today."

We have elected a board of directors, in sympathy with our undertakings. Mr. Robinson has backed me, since 1900, in many a hard fight for this same cause. John McElroy and Dr. Mitten, the president and secretary of the Co-operative Association, will directly represent the men. The remaining five directors, all principals of Mitten Management, will, as members of the executive committee, decide the every-day problems of management, reporting their acts and recommendations to the board.

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Philadelphia is watching us—wondering what it all means—and what the result will be to the car rider.

It is our desire to satisfy those who feel aggrieved because of the skip-stops, and so, after conference with the Public Service Commission, we will gradually remove those against which there are well-founded objections. We will endeavor to make up the loss, from the added stopping of cars, by extra diligence of train crews and in speeding up.

Improved service to the public was our first accomplishment at the outset of this undertaking in 1910, and street car service is now better here than elsewhere.

P. R. T. car service under the new order of things, as a result of co-operation, must be made to increasingly serve the public. Schedules must be better maintained, interruptions to service overcome, and a greater proportion of seats supplied to passengers carried.

Motormen know where unnecessary delays occur and why, also how to space their cars to pick up passengers, and where danger lurks through accident.

Conductors know where service is short, and what the remedy. Their check as to adequacy of service is sure and constant, as compared to the customary periodical tabulations of traffic.

Self-supervision must be made to supplement the present street inspection, since none know better than the train crews themselves their leaving time and the exact minute of their due time at any point. No amount of inspection by supervisors can so well insure the regularity of cars as can the crews themselves, once they sense their new responsibility.

Employees, who are now owners, are relied upon to effect this greater accomplishment, not only in order to gain the co-operative wage dividend, but also to justify the confidence of those whose property has been placed in our hands.

Ten thousand pairs of employees' eyes can be depended upon to let nothing escape. All will keep watch, and send in word of what is wrong, with their suggested remedy.

Suggestions for improvement of service and remedying defects will now be sent by employees to SERVICE TALKS, which will thus become the clearing house for greater accomplishment.

SERVICE TALKS, published from headquarters, will hereafter be the connecting link between men, management and stockholders. SERVICE TALKS will invite helpful suggestion and constructive criticism by enclosing to stockholders a suggestion card with every issue.

## THIS IS THE WAY WE WANT THEM ALL TO TALK

Yesterday, Sunday, March 12th, I had occasion to ride on car No. 6212, Route 12, from Darby to 18th & Spruce Sts. The conductor's number on his cap was 747.

At about 60th Street the car stopped to let on a passenger, and the conductor, noticing that it was an old gentleman, practically blind, hurried forward from his box to the front of the car, assisted the old man on the car and guided him to a seat, and then asked him where he wanted to get off.

The whole manner of the conductor was so obliging and thoughtful that I was impressed with the fact that where so many are knocking, I would take the time to write you and comment on the act of this conductor, which I am very glad to do.

Yours very sincerely,  
J. F. FAHNESTOCK,  
Treasurer, Penna. R. R.

I suppose I am doing a most unusual thing in these days of knocks, but here is a boost for one of your employees, whose name and address I would be glad to learn.

I refer to conductor No. 159, Market Street line. This man is always cheerful and most courteous, and all riders on his car have a good word for him. My business takes me to all parts of the city, and I point to him as a shining example for a number of your employees.

Yours,  
H. L. DREIFUS,

1537 Diamond Street.

(This is the seventeenth letter commending this Conductor.)

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## MAKE CO-OPERATION PAY DIVIDENDS

Much capital has undoubtedly been made out of the Chief's proposal to pay a co-operative dividend to his employees, for added effort, during 1922.

It is, unquestionably, a step far in advance of anything ever attempted in industrial relations. It reaches out toward a new era, which will replace that inhumane era of scientific management which made of the worker a mere machine, and which prevented him from putting into his effort that intangible part of himself, which is best described as his ambition, and left him without any sustaining power in the creation of his work.

The wonderful material progress which we have enjoyed during the past eleven years is due largely to our faith in a man, to his faith in a principle, to the manner in which he applied that principle to actual practice and the fact that his own clean living made his attempt psychologically successful in the minds of a majority of his employees.

Our triumph over the past is the criterion which promises our victory now.

It is inevitable! We WILL Succeed—WE MUST.

Our success will work a radical revolution in the manner of carrying on industrial relations.

The cheapening of production, together with its great increase, the reduction of upkeep, maintenance and repair costs, show plainly that our procedure is correct.

Stability of Labor means economic savings in the use, and time of use, of capital; while co-operation brings forth a general augmentation of the material comforts of the laborer and increases the return from the investment of capital.

To make our success assured, then, we must have production, as well as a man's continued and uninterrupted interest in his work.

Others will judge us by results—how else are they to figure our worth, or the worth of our plan?

So it behooves each of us to study how best we can do our part to make the whole. For we are cogs in the machine, with an essential day's work to do. We must so conduct ourselves as to add something worth while to the prestige of P. R. T., every day.

Don't become irritated; irritation, like friction, is likely to generate heat instead of progress. Let the vexations of the day pass with a smile. Remember you are personally interested in the Company's success, use your brains, not your tempers.

Co-operate with the driver that's stalled. Get the delay over with as soon as possible—arguments only add to the trouble. Aid the old lady or gentleman; it saves time and insures their comfort and safety. When the argumentative individual comes on the scene, forget you have a tongue—keep still.

Business is business—we must make a trolley ride so pleasant for our patrons that they will form the habit of riding short distances, when otherwise they would walk. To succeed we must sell trolley rides.

Make your job your business—and run it to pay dividends. That's our business now.

Educate the public courteously—show someone each day how best they can expedite the movement of cars by stepping through the car to its rear, by having their fares ready, by asking questions clearly and concisely, by waiting for the second or third car when a block has occurred, by stepping on or off the car briskly, and the thousand and one other things which, combined, add to our daily toll of troubles. When you must enforce rules, be polite but insistent. Work for the public's co-operation.

We believe in Co-operation—our Chief believes in it—brought it into being. It is on trial in a new and vast undertaking, you have staked your dollars on the outcome—now give your best thought and action to make that outcome successful—Super-co-operation calls for super-effort—sustained effort. Make sure you are ready and willing. The world is watching us; we must succeed in making our co-operative effort pay dividends and in doing so we will have passed another milestone on our road to the industrial Utopia our Chief has visioned for us.

ALFRED C. KELLOGG, Motorman 6866,  
Employee Committeeman,  
Frankford Depot, P. R. T. Co.

Insurgent directors, slowly recovering from the shock, are now convinced there was a brick in that Mitten.—*Philadelphia Evening Ledger*.

SERVICE TALKS

P. R. T. STOCKHOLDERS OPERATING THIS CAR	WITH MITTEN MANAGEMENT	PLEDGE CAR SERVICE SAFE - COURTEOUS - EFFICIENT
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THE SPIRIT OF P. R. T.